Welcome to the Summer 2019 issue of Spectrum.

Spectrum is a platform to share examples of how the firm is working to increase diversity in the legal profession, enhance inclusion in the workplace, and strengthen external relationships.

I hope that you enjoy seeing what we are doing, both within the walls of Ballard Spahr and in the broader legal and business communities, to cultivate an environment that supports lawyers and staff with diverse backgrounds and perspectives.

This year, we joined the Leadership Council for Legal Diversity (LCLD). Last fall, Ballard Spahr’s Chair, Mark Stewart, and I attended the annual Membership Meeting in Washington, D.C., attended by Managing Partners, Chief Legal Officers, and Fellows of LCLD members. We connected with Ballard Spahr alums who are currently in-house, and we brought back new strategies for advancing diversity and inclusion at the firm. In this issue, our LCLD Fellow Dameon Rivers is featured in the Spotlight section. We hope that you enjoy learning more about Dameon and seeing what we’ve been up to since last spring.

Virginia G. Essandoh
Chief Diversity Officer
INVEST

Diverse perspectives drive insightful counsel. The INVEST sponsorship program is one way that Ballard Spahr lives its commitment to increasing diversity and inclusion—at our law firm and in the legal profession.

INVEST is a tactical approach to recruiting, retaining, and advancing talent from diverse backgrounds. It’s a sponsorship program—currently in the pilot phase—that provides career development opportunities to lawyers who have overcome significant obstacles in pursuit of a legal career, who come from a disadvantaged background, or who are underrepresented at Am Law 200 law firms.

Associates chosen to participate in the program are paired with partners who understand that their role involves sponsorship, not just mentoring. Partners in the program will serve as advocates and advisers—introducing protégés to their clients and contacts, working with them on exercises designed to build business acumen, and opening doors that historically may have been closed to them.

Associates will participate in a Business Challenge Project by developing a potential solution to a firm management issue, and will partner with a firm client in a Client Matter Leadership Opportunity.

While sponsors are champions for their protégés, INVEST ultimately encourages and empowers protégés to be the captains of their own careers, by recognizing their initiative and desire to develop at the firm.

THE INVEST PILOT SPONSORSHIP PROGRAM

On April 30, 2019, we officially launched INVEST, our pilot sponsorship program that provides career-development opportunities to mid-level associates. Protégés (associates), sponsors (partners), and liaisons (Diversity Council members) met in Philadelphia to learn how to be effective in their roles. The meeting also featured a conversation with Business and Transactions Partner Justin Klein and Philadelphia City Solicitor Marcel Pratt—a former Ballard Spahr Litigation associate, about their nearly nine-year sponsor-type relationship.
Diversity + Inclusion:  
Client Engagement Opportunities

Ballard Spahr is committed to creating a vibrant community where the needs, viewpoints, and contributions of people from all backgrounds are valued and integrated into every aspect of our firm.

Diversity is the natural result of an inclusive environment. We partner with clients to implement a comprehensive approach to accomplish our joint goal of advancing diversity and inclusion in the workplace.

ATTRACT TALENT

**Pipeline Mentoring Programs**

We invite our clients to join us in endeavors that expose promising high school students to careers in law, whether it is through job shadowing or our mentoring programs. We sponsor a Resume Writing and Interview Skills Workshop for Diverse First-Year Law Students. The workshops—which are held in our offices throughout the country—provide students with advice on improving their resumes and practical tips on interviewing for a job. Clients are welcome to join us in the mock interviews.

**1L Diversity Fellowships**

Our 1L Diversity Fellowship Programs help us attract and retain talented diverse attorneys in our offices across the country. Clients partner with us to provide students with real-world exposure to in-house legal practice.

*Pictures above from the Resume Writing and Interview Skills Workshop. To see more, see page 22.*
DEVELOP AND RETAIN TALENT

Client Networking Events
We regularly host networking events that promote diversity and inclusion in the legal profession and include in-house counsel, law students, and colleagues. Ballard Women partners with our clients’ women’s initiatives on educational programming, leadership development, and professional advancement.

Create Diverse Teams
We are intentional about creating diverse client teams that provide insightful, well-rounded, and creative solutions to solve our clients’ challenges. Our Chief Diversity Officer works with our partners and marketing professionals to build teams that are inclusive of the full talent that Ballard Spahr has to offer.

MONITOR AND IMPROVE

Client Diversity Reporting
We regularly meet with clients to discuss our firm-wide demographics and best practices. Our lawyers engage with clients to ensure that diverse lawyers have full and equal access to client work and build the relationships that are critical to success. Whether we are responding to national diversity surveys, conducting client-specific surveys, or engaging in regular reporting to meet outside counsel guidelines, our lawyers are committed to exceeding client expectations for diversity and inclusion. Our Chief Diversity Officer works directly with clients to support our joint diversity goals.

Diversity and Inclusion Counseling
Ballard Spahr’s Diversity and Inclusion Team performs assessments, consults on existing programs, develops policies, conducts training, implements plans, conducts internal investigations, and advises on legal issues related to discrimination, reverse discrimination, and affirmative action. We support our clients by helping them develop and implement effective diversity and inclusion strategies that meet their business goals.
BALLARD SPAHR WELCOMES NEW DIVERSE LAWYERS

Arwa Abdelmoula
Associate, Philadelphia

David J. Fernandez
Attorney, New York

Roy Herrera
Of Counsel, Phoenix

Daniel A. Arellano
Associate, Phoenix

Christopher D. Ford
Partner, Washington, D.C.

Spencer A. Hill
Associate, Philadelphia

Stephanie I. Awanyai
Associate, Los Angeles

Dacia Green
Associate, Atlanta

Niki Ikahihifo-Bender
Associate, Philadelphia

Josh Brown
Associate, Sioux Falls

Elliot I. Griffin
Associate, Philadelphia

G’Nece Jones
Associate, Philadelphia

Kyle A. DeThomas
Associate, Washington, D.C.

Benjamin A. Guthorn
Associate, Baltimore

Mo Khan
Associate, Denver
Spotlight:

Dameon Rivers
Dameon M. Rivers is Ballard Spahr’s inaugural Fellow for the Leadership Council on Legal Diversity, an organization of more than 300 corporate chief legal officers and law firm partners that implements programming to attract, retain, and inspire a diverse generation of attorneys, with the goal of elevating them to leadership positions. Through his work with this group, Dameon is learning valuable leadership techniques that will help him maximize the energy he already is investing in his successful practice.

In just a decade of legal experience, Dameon has distinguished himself as a strong member of our firm’s next generation of leaders, a dedicated contributor to the larger community, and an advocate for innovations that benefit our clients.

Dameon represents national banks, community development financial institutions (CDFIs), and other mortgage banking institutions in connection with construction and permanent loan transactions. Many of Ballard Spahr’s lending clients consistently look to Dameon for counsel on high-stakes loans and other community development transactions, specifically in the affordable housing, charter school, and senior housing spaces. Dameon chose to focus his practice on these areas because he believes (and research supports) that access to quality education and safe and affordable housing can provide a path out of poverty for families in need.

Dameon is one of Ballard Spahr’s go-to attorneys for affordable housing and charter school work nationwide, and he leads the firm’s growing representation of CDFIs. During his time at Ballard Spahr, Dameon has demonstrated his commitment to improving diversity, in ways both large and small. In his work for clients, Dameon prioritizes creating diverse teams of legal professionals, intentionally selecting team members who can contribute thoughtful perspectives and new insights by virtue of their different backgrounds and uncommon life experiences. Dameon has remarked that his own success is built on the achievements of those who came before him, and he has been vocal about wanting to provide the same opportunities to future professionals. He often develops informal mentoring partnerships with diverse attorneys who are just beginning their careers, sharing his perspective and insight.

Dameon is a successful attorney who uses his position to benefit other diverse lawyers, the community, our firm, and our clients.

Among Dameon’s recent career highlights:

- In 2017, Dameon was named a “Future Leader” in multifamily housing by the Mortgage Bankers Association

- Over the past two years, Dameon’s team has closed more than $3 billion in affordable housing and charter school transactions

- In October 2018, Dameon led the firm’s representation of a national bank in connection with a $700 million senior housing credit facility

Dameon is one of Ballard Spahr’s go-to attorneys for affordable housing and charter school work nationwide, and he leads the firm’s growing representation of CDFIs.
PARTNERSHIPS WITH OUR CLIENTS AND THE COMMUNITY

Shonterra M. Jordan and Kimberly W. Klayman are lending their considerable talents to the Ballard Academy for Student Entrepreneurs (BASE). The program pairs student entrepreneurs with Ballard Spahr attorneys who guide them through the startup process by providing legal assistance on issues such as corporate governance and structure, negotiating leases, and other corporate formation and contract matters.

In addition to legal advice and support, BASE clients gain access to a variety of educational programs and regular opportunities to network with other young entrepreneurs and build contacts in the startup community. The program also has been a terrific way to promote and advance diversity and inclusion in the business community. Fifty percent of the emerging companies served by BASE over the past two classes have been owned by people of color, women, veterans, people with disabilities, or LGBTQ individuals.

Shonterra is a corporate and transactional attorney who advises publicly traded and privately held companies on mergers and acquisitions, entity formation, securities law compliance, corporate governance, SEC disclosure and reporting, and general corporate matters.

Kimberly counsels publicly traded and privately held companies on mergers, acquisitions, and securities offerings, with an emphasis on emerging growth companies and venture capital funds. She also has experience representing health care companies in transactional matters, including joint ventures and licensing arrangements.

BLACK GIRL VENTURES

Kimberly W. Klayman and Ballard Spahr hosted and sponsored Black Girl Ventures (BGV), whose mission is to provide women business founders of color with access to capital. Ballard Spahr matched the money that was raised to support the winner of BGV Pitch Night.
HISPANIC BAR ASSOCIATION OF PENNSYLVANIA’S CAFECITO CORNER

Ballard Spahr hosted the Hispanic Bar Association of Pennsylvania’s Cafecito Corner, a program series that connects local women attorneys of color and legal professionals of color so that they can learn, empower, and support one another.

2019 SUMMER ASSOCIATE CHANELLE JONES RECEIVES THE BARRISTERS’ ASSOCIATION OF PHILADELPHIA’S SCHOLARSHIP AT THE ANNUAL AWARDS & SCHOLARSHIP GALA

Pictured second from the left, Chanelle Jones, Temple University James E. Beasley School of Law
MARTIN LUTHER KING, JR. DAY OF SERVICE

Ballard Spahr’s Directors of Office Administration worked with lawyers and staff across the firm to identify ways to partner with clients and organizations to volunteer on Martin Luther King, Jr. Day of Service. We honored Dr. King’s legacy with volunteer service at the following organizations:

**Atlanta:** MedShare, a nonprofit humanitarian aid organization that delivers surplus medical supplies and equipment to communities in need around the world

**Baltimore:** Maryland Food Bank, Happy Helpers for the Homeless

**Delaware:** Emmanual Dining Room West, Food Bank of Newark, MLK Breakfast and Prayer Service, Providence Animal Shelter

**Denver and Boulder:** Denver Rescue Mission

**Las Vegas:** Catholic Charities of Southern Nevada, Nathan Adelson Hospice

**Los Angeles:** Westside Food Bank, The Jenesse Center

**Minneapolis:** Sharing & Caring Hands, Stonebridge School Reading Program, Twin Cities’ Annual Dr. Martin Luther King, Jr. Breakfast, NorthPoint Health & Wellness Center

**New Jersey:** Food Bank of South Jersey

**New York:** Hunger Free America

**Philadelphia:** Women Care Center, City Year, Sunday Breakfast Rescue Mission, Ronald McDonald House, Project HOME, Philadelphia Youth Basketball, New Leash On Life, Barristers’ Association, Annual Martin Luther King, Jr. Breakfast

**Sioux Falls:** Feeding South Dakota, Horace Mann Elementary School, Chili Cook-Off

**Washington, D.C.:** Samaritan Inns, Greater DC Diaper Bank

**Phoenix:** Community clean-up

**Salt Lake City:** The Lowell Bennion Community Service Center at the University of Utah
Tanya M. Taylor, Omarr Rambert (Ballard Summer Associate 2019), and Tiffany B. Gelott attended the UCLA BLSA Gala, where they had the chance to network with attorneys, judges, and current and prospective law students in the area.
EVENTS AND SPONSORSHIPS

Alliance of Women Entrepreneurs
Arizona Collaborative Bar
Asian American Legal Defense and Education Fund
Asian Pacific American Bar Association of Pennsylvania, Lunar New Year Banquet
Black Girl Ventures
Center for Legal Inclusiveness
Charting Your Own Course Career Conference
CLE: Standing on the Shoulders: The Black Philadelphia Lawyer
Colorado Hispanic Bar Association
Colorado Women’s Bar Association
Corporate Counsel Men of Color
Corporate Counsel Women of Color, 15th Annual Career Strategies Conference
Delaware Barristers Association, 7th Annual Louis L. Redding Benefit & Awards Gala
Delaware State Bar Association, 2019 Haile L. Alford Memorial Breakfast
Delaware State Bar Association, Dr. Martin Luther King, Jr. Breakfast
Direct Women
Diversity Lab LLC, Diversity in Law Hackathon
Equality Forum
Global Rights for Women
Hispanic Bar Association of Pennsylvania, Annual Legal Education Fund
Hispanic National Bar Association
International Association of Korean Lawyers Conference
John M. Langston Bar Association of Los Angeles
Judicial Intern Opportunity Program, Pennsylvania Lavender Law Conference and Career Fair
LGBT & Allied Lawyers of Utah
Los Abogados Hispanic Bar Association
Minnesota Association of Black Lawyers, Foundation Scholarship Gala
Minnesota Hispanic Bar Association, Annual Banquet
Minnesota Lavender Bar Association
Minnesota National Asian Pacific American Bar Association
Minnesota State Bar Association, Corporate Law Department Inclusion and Diversity Initiatives – Attracting and Retaining In-House Lawyers and Outside Counsel
Minnesota Women Lawyers
Minority Corporate Counsel Association
Mortgage Bankers Association, Diversity and Inclusion Summit
National American South Asian Law Students Association
National Asian Pacific American Bar Association
National Association of Women Lawyers
National Bar Association Women Lawyers Division, Philadelphia Chapter
National Bar Association, Gateway to Success Corporate Law Section
National Pre-Law Diversity Initiatives, Inc.
New York City Bar Association, Office for Diversity and Inclusion
Page Education Foundation
Pennsylvania Bar Association, Minority Bar Committee 10th Diversity Summit
Rutgers Black Law Student Association, Annual Dr. Martin Luther King, Jr. Champions of Social Justice Equality Gala and Awards Ceremony
Rutgers Black Law Student Association, Jazz for Justice
Rutgers Law School – Newark, Association of Latin American Law Students 22nd Annual Fiesta Con Sabor
Sam Cary Scholarship Endowment Fund
South Asian Bar Association of North America Conference
The Arizona Opportunities Industrialization Center, Dr. Martin Luther King, Jr. 2019 Awards & Scholarship Breakfast
The Barristers’ Association of Philadelphia, Inc.
The Forum of Executive Women
The Salt Lake Chamber Women’s Business Center, 42nd Annual Women & Business Conference
Threshold Advisors, Women’s Initiative Think Tank
Twin Cities Human Rights Campaign
University of Baltimore Black Law Students Association
University of Baltimore, Fannie Angelos Gala
University of Denver, Latino Law Student Association
University of Maryland Carey School of Law, Black Law Student Association, Annual Conference
University of Maryland Carey School of Law, Women, Leadership & Equality Roundtable
University of Pennsylvania, Penn Law Women’s Association Annual Dinner
University of Southern California, Black Law Students Association, Annual Gala
Utah Minority Bar Association Gala
Women Lawyers of Utah
Women of Tomorrow, Pass the Power
Women’s Leadership Institute of Utah
Women’s Way
Yes We Can – Colorado

Diversity Awards & Rankings

100 PERCENT

HRC Corporate Equality Index

Ballard Spahr received a 100 percent rating in the 2019 edition of the Human Rights Campaign Foundation’s Corporate Equality Index. The perfect rating recognizes the firm’s benefits and protections for lesbian, gay, bisexual, transgender, and queer employees and their families.

Law360 Glass Ceiling Report, 2019

Law360 ranked Ballard Spahr one of the top U.S. firms for women, placing it 11th among comparably sized firms.
PHILADELPHIA
CONSTITUTION HIGH SCHOOL MENTORING PROGRAM

Damaris Gimenez, a senior, was Ballard Spahr’s summer intern. Damaris is active in our formal mentoring program and has been part of the mock trial team throughout high school.

During the 2018–2019 school year, Ballard Spahr lawyers and staff partnered with Comcast lawyers to mentor students. Each mentor-student pair developed a project designed to advance the student, academically or in his or her future career.

We hosted nearly 100 ninth graders during our three-day job shadowing program. Lawyers and administrative staff talked about the many different career paths at a law firm and within the legal profession.
SALT LAKE CITY
WEST HIGH SCHOOL
Two teams of Ballard Spahr lawyers led “Lunch & Learn” events for students at West High School. The programs were part of our ongoing education pipeline partnership, coordinated through the school’s Career and Technical Center. Approximately 25 students of diverse ages, genders, races, national origins, and sexual orientations participated in the events. Topics of discussion included discovering educational pathways to a legal career, developing a legal specialty, and overcoming obstacles to achieve educational and professional success.

LAS VEGAS
CANYON SPRINGS HIGH SCHOOL
Two students from Canyon Springs High School interned in our Las Vegas office. They participated in job shadowing with lawyers and staff, and learned about law firms and legal careers.

Below are a few excerpts from the journal kept by students:

“Ms. Anne Marie told us about the life of a paralegal. What they do, who they are. I’ve learned that paralegals aren’t lawyers, so they can’t offer legal advice, but they do everything else that a lawyer does. There’s a lot of writing and drafting and strenuous work …”

“(Today) we spent some time with one of Ballard Spahr’s attorneys, Holly Priest, who works with foreclosures. She represents the lenders, usually banks and companies, that lend homeowners the money to buy their homes. Through Holly, I learned a lot about the home crash and foreclosures, and its extensive process. We then read about the foreclosure rules and were able to ask Holly questions about the language of the document and certain procedures. She was able to clarify and explain whatever we asked about. She also gave us some tips about college and law school.”
Sara Gonzalez, a junior, worked at Ballard Spahr as part of the Corporate Work Study Program. The program, which runs from August through June of each school year, enables students to work one day a week at partner companies. Through the program, students can fund half their tuition, build marketable skills, and gain exposure to a variety of careers.

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“\[Quote\] We at Ballard Spahr are so fortunate to have her as our colleague via Cristo Rey’s Corporate Work Study program. Sara is highly motivated and interested in new learning opportunities. She finds ways to stay invested in her tasks, completes her work on time, pays close attention to detail, follows instructions, asks appropriate questions, and always shows up with a smile on her face and ready for the work day. Sara’s professionalism is truly extraordinary, and we value her efforts and dedication to Ballard Spahr and the firm’s Minneapolis office.

— Erin Joseph, Office Assistant Supervisor

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Ballard Spahr Chief Diversity Officer Virginia Essandoh spoke to college freshmen at the Page Scholars Seminar, hosted by the University of Minneapolis. Her presentation—“Leadership Skills That Matter: Preparing the Next Generation”—sparked conversation and got the students thinking about how they can distinguish themselves.
PHOENIX
SOUTH MOUNTAIN HIGH SCHOOL

Ballard Spahr’s Phoenix office hosted a Shadow Day as part of their pipeline program with South Mountain High School students. Lawyers spent group and one-on-one time introducing the legal field to students.

Effective pipeline programs build interest in law as a career by investing in the academic preparation of students at the elementary, middle school, high school, and college levels. Through one-on-one mentorship, we hope to usher in the next generation of legal professionals in the profession.

“ Effective pipeline programs build interest in law as a career by investing in the academic preparation of students at the elementary, middle school, high school, and college levels. Through one-on-one mentorship, we hope to usher in the next generation of legal professionals in the profession.”

– Virginia Essandoh,
Chief Diversity Officer
BUSINESS RESOURCE GROUPS

Our business resource groups comprise lawyers with shared cultural, experiential, or job-related interests, experiences, or backgrounds. Business resource groups support retention through informal mentoring, internal networking, business development support, and the firm’s recruiting. Their goals and activities are carefully planned and linked to the firm’s business goals. The groups are open to all Ballard Spahr lawyers interested in supporting the firm’s diversity initiatives.
Ballard Black Alumni Cocktail Party

Ballard Spahr held the inaugural Ballard Spahr Black Alumni Cocktail Party in Philadelphia. The event featured food and fellowship between current and former attorneys from our Philadelphia, Delaware, and New Jersey offices. It was a great opportunity to bring generations of Black attorneys from Ballard Spahr together to network and reconnect.
Diverse Lawyers Group

Led by Yunhee Kim and Victor P. Copeland

The Diverse Lawyers Group in Salt Lake City hosted its annual Resume Writing and Interview Skills Workshop for diverse first-year law students. The workshop also was held in the Denver, Salt Lake City, Atlanta, and Philadelphia offices.

Equality Ballard

Led by Elizabeth P. Weissert and Jacob N. Westlund

In the Minneapolis office, Equality Ballard hosted Transgender, at War and in Love. The program included a viewing of the award-winning short documentary by the same name, as well as a discussion on the state of legal protections for LGBTQ individuals in the workplace, policies and practices that protect LGBTQ individuals, and the role of corporations and political leaders in creating fair and inclusive communities.

Fiona Dawson is the Emmy®-nominated, award-winning, multi-media director, producer and writer of Transgender, at War and in Love. She was honored as an “LGBT Artist Champion of Change” by the Obama White House in 2015 and co-directed the SXSW Audience Award-winning feature documentary TransMilitary.

Ballard Spahr partner Shannon Farmer, seated in the middle, presented on legal protections for LGBTQ individuals in the workplace.
Work Life Integration Group

Led by Brian W. LaCorte and Pavitra Bacon

Ballard Spahr lawyers, clients, and prospective clients were invited to a family-friendly event at Smith Memorial Park and Playhouse.

Ballard Women

Led by Denise L. Plunkett, Melanie J. Vartabedian, Lea A. Phillips, and Jane E. R. Siegfried

Ballard Women continued its professional development series with a seminar on writing self-evaluations, featuring Gail Cummings, a business lawyer turned executive coach.

Ballard Women hosted a number of client events throughout the year, including receptions for law students in various offices, a fun-filled evening of baseball at Nationals Park, and an exhibit of the Dior fashion house at the Denver Art Museum.
Barbara A. Casey was named 2018 “Top Women in Law” list by The New Jersey Law Journal.

Spencer A. Hill spoke at Mathematics, Civics, and Sciences Charter School in Philadelphia as part of the speaker series Black Males and the Importance of Education.

Jessica M. Dubois and Jacob N. Westlund were elected Co-Chairs of the Minnesota Lavender Bar Association board for the 2019-2020 year.

Leslie E. John was elected Co-President of Philadelphia Diversity Law Group.

Michael R. Guerrero was appointed to the Consumer Financial Services Law Committee of the California Lawyers Association, Business Law Section.

Anna A. Mahaney was featured in Baltimore’s The Daily Record in the article “Young Partners Balance Duties, Volunteer Work and Family.”

Emilie R. Ninan was a panelist at the South Asian Bar Association of North America, 15th Annual National Conference. She spoke on the panel “Fostering Greater Inclusion in the #metoo era.” Emilie also spoke on “Financing Municipal Projects” at the African American Mayors Association Annual Conference.

Peter Haviland moderated the panel “The Road to General Counsel – What is the Gateway?” at the National Bar Association’s Gateway to Success Conference.
Steve T. Park was ranked by Chambers USA for Projects: PPP in USA – Nationwide.

Kim Phan was a panelist at the Association of Credit and Collection Professionals International Washington Insights Fly-In. Her panel was “Exploring Federal Data Privacy Legislation at the State and Federal Level.”

Maya Salah was appointed to the Minnesota Commission on Judicial Selection.

Linda B. Schakel was honored as a Trailblazer by Northeast Women in Public Finance.

Jacey Skinner was recognized for advancing women in law and awarded the Dorathy Merrill Brothers Award.

Mark Stewart participated in Rutgers Law School’s Professionalism Workshop on Diversity and Inclusion in the Legal Profession.

Emily J. Vaias was the recipient of the 2019 Legislative Award from the Maryland Building Industry Association. She was also elected co-chair of the Bethesda Downtown Implementation Advisory Committee.

Melanie J. Vartabedian was recognized for creating a new guide for business leaders on how to remedy Utah’s gender wage disparity.

David A. Schulz gave a Law Day speech on “Freedom of Speech and Freedom of the Press” at the University of New Haven and was a panelist at the Freedom of Expression Scholars Conference at Yale Law School.
# Senior Leadership Diversity Trends

## People of Color

<table>
<thead>
<tr>
<th>Position</th>
<th>Ballard Spahr</th>
<th>Minority Corporate Counsel Association</th>
<th>National Association of Women Lawyers</th>
<th>Women in Law Empowerment Forum</th>
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</thead>
<tbody>
<tr>
<td><strong>Board</strong></td>
<td>9%</td>
<td>8%</td>
<td>24%</td>
<td>33%</td>
</tr>
<tr>
<td><strong>Office Managing Partners</strong></td>
<td>6%</td>
<td>8%</td>
<td>21%</td>
<td>33%</td>
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<tr>
<td><strong>Practice Group Leaders</strong></td>
<td>8%</td>
<td>11%</td>
<td>24%</td>
<td>22%*</td>
</tr>
<tr>
<td><strong>Partner Compensation Committee</strong></td>
<td>14%</td>
<td>18%</td>
<td>27%</td>
<td>20%</td>
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<tr>
<td><strong>Promotion to Partnership</strong></td>
<td>29%</td>
<td>31%</td>
<td>36%</td>
<td>44%</td>
</tr>
</tbody>
</table>

*Practice Group Leaders include Department Chairs for Ballard only*
Watch it, Catch it, Examine it, Redirect it ... and Watch for it Again

By Virginia G. Essandoh

A colleague at Ballard reminded me years ago that bias is a neutral word. It can be turned into a negative or positive, and can be used to build or to break. We should worry about the impact and outcome of our positive and negative biases. All bias is normal, but it is rarely acceptable. Implicit bias, also known as unconscious bias, is a habit that we all should try to break. One way to break the habit of implicit biases is to become more aware of them, and how they are shaped.

We know that negative biases are shaped by our unique experiences, exposures, and expectations. They continue to be shaped by those around us, the people we include in all of our life spaces (home, work, school, neighborhood, place of worship, etc.). Our circle of influence shapes our biases, positively and negatively.

At a Diversity Council meeting earlier this year, we did an exercise that examines our circle of influence—The Beads Test.

I filled glass bowls with five beads—each a different color—and randomly assigned each bead a different race/ethnicity. Each Diversity Council member was given a paper cup and was asked to drop into the cup one or more beads that represent the following:

1. You
2. Your significant other/spouse
3. The predominant racial/ethnic make-up of the neighborhood where you were raised
4. Your current best friend or childhood best friend
5. The author of a book that you recently read or your favorite book
6. The predominant race/ethnicity of people on your favorite TV show
7. The leader of the organization/your department
8. The last person or family who dined in your home
9. The predominant racial/ethnic make-up of your current neighborhood
10. Your doctor
11. Your dentist
12. The predominant racial/ethnic make-up of your place of worship, if you have one
13. The racial/ethnic make-up of your child’s friends or classmates

Looking in our cups gave us a good sense of who is, and who is not, a part of our world. Was our world as diverse as we thought? Or was it mainly one color? We talked about the world that we currently build for ourselves. We recognized that building our world and our influences is completely within our control. The beads—representing who is in our world—represent the sources of biases in our heads and hearts. What’s in the cup could affect our biases, and could be the result of acting on those biases.

The list itself provides ways in which we can expand the circle of people in our world, and thus, those who shape us. There are a few actions we can take immediately to interrupt our negative biases.

• Expand who you invite to sit at your dinner table. Extend an invitation to your home to someone who is different from you.

• Enter spaces where you are the “lonely only.” It will give you a sense of what it feels like to be a person who is not in the majority and an opportunity to be surprised at what does not fit into your preconceived notions.

• Read a book about someone’s life story or experiences that you’d like to better understand.

Most importantly, becoming more aware of your negative biases can help you watch for them and catch yourself when you have a thought about someone based on the messages that your head and gut are telling you. After you catch yourself, examine why you feel a certain way or why you are forming automatic judgment. Redirect the action and do the opposite of what your head and gut tell you to do or how to feel, and then prepare yourself for the next time the negative bias surfaces. You will have plenty of opportunities to practice interrupting that same negative bias. Watch for it because it will come back around again.
DIVERSITY AND INCLUSION COUNCIL

Ballard Spahr’s Diversity and Inclusion Council works closely with the Chief Diversity Officer to develop, promote, and implement key initiatives to guide the firm toward its diversity and inclusion goals, and to collaborate with clients on diversity and inclusion issues of mutual interest. If you have any diversity-related inquiries, please contact any of the following Diversity and Inclusion Council members.

CHIEF DIVERSITY OFFICER
Virginia G. Essandoh, JD
essandohv@ballardspahr.com

DIVERSITY COORDINATOR
Amber Thompson
thompsonam@ballardspahr.com

COUNCIL MEMBERS

Mary A. Akkerman  
Counsel, Sioux Falls

Christopher D. Bell  
Partner, Washington, D.C.

David J. Bodney  
Partner, Phoenix

Charley F. Brown  
Partner, New Jersey

Barbara A. Casey  
Partner, New Jersey

Alicia B. Clark  
Partner, Denver

Tobey M. Daluz  
Partner, Delaware

John T. DiBattista  
Chief Human Resources Officer, Philadelphia

Jessica M. DuBois  
Associate, Minneapolis

Tiffany B. Gelott  
Associate, Los Angeles

April Hamlin  
Partner, Minneapolis

Thomas G. Havener  
Attorney, Washington, D.C.

Peter L. Haviland  
Partner, Los Angeles

Leslie E. John  
Partner, Philadelphia

Robert C. Kim  
Managing Partner, Las Vegas

Justin P. Klein  
Partner, Philadelphia

Jon M. Laria  
Managing Partner, Baltimore

Jason A. Leckerman  
Partner, Philadelphia

Karen C. McConnell  
Partner, Philadelphia

Brian D. Pedrow  
Partner, Philadelphia

Marjorie J. Peerce  
Managing Partner, New York

Tom Sager  
Partner, Philadelphia

Shonterra Jordan  
Associate, Philadelphia

Jane E. R. Siegfried  
Associate, Philadelphia

Dee Spagnuolo  
Partner, Philadelphia

Mark S. Stewart  
Chair, Philadelphia

Raymond G. Truitt  
Managing Partner, Finance and Operations, Baltimore

Melanie J. Vartabedian  
Partner, Salt Lake City

Jacob N. Westlund  
Associate, Minneapolis

Alexander I. Ziccardi  
Associate, Philadelphia

For more information on the diversity program at Ballard Spahr, please visit www.ballardspahr.com/diversityandinclusion.